



## City of Chicago Department of Aviation

# Emergency Operations Plan Annex K Appendix 1 Mass Care / Human Needs - Feeding

### Preface

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items and related services to persons affected by a large-scale incident. Mass Care is usually provided by non-governmental organizations (NGOs), such as the American Red Cross, Salvation Army or by local government.

The capability also provides for companion animal care/handling through local government and appropriate animal-related organizations.

Functional and Medical Support Shelters (formerly known as Special Needs Shelters) are addressed as a separate capability. However, this capability does cover those individuals who have disabilities that can be accommodated in general population shelters. These individuals could include the following:

- A person requiring medication, Consumable Medical Supplies ([CMS], such as hearing aid batteries, incontinence supplies), or Durable Medical Equipment ([DME], such as wheelchairs, walkers, canes, etc.);
- A person with a stable medical or psychiatric condition;
- A person who requires a caregiver where the regular caregiver can stay with the person;
- A person requiring assistance with transferring from a wheelchair to a cot where the assistance does not require specialized training or lifting equipment;
- A person requiring oxygen who is mobile and does not require medical attention; or
- A person needing assistance with some activities of daily living such as cutting of food.

Chicago Department of Aviation Incident Management Center (IMC)	
<b>Primary:</b> <ul style="list-style-type: none"> <li>• CDA Concessions Section</li> <li>• CDA Facilities Section</li> <li>• CDA Warehouse</li> <li>• American Red Cross</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>• Department of Health</li> <li>• Fire Departments</li> <li>• GIS</li> <li>• Hotels/Motels</li> <li>• Law Enforcement</li> <li>• Local Grocery Stores with Kitchens</li> <li>• Local Restaurants</li> <li>• Chicago Transit Authority</li> <li>• Public Works</li> <li>• Salvation Army</li> </ul> <b>Likely Tasks:</b> <b>General:</b> <ul style="list-style-type: none"> <li>• Analyze mass feeding requirements</li> <li>• Identify and maintain current mass feeding inventories</li> </ul> Establish mass feeding inventory, control, and delivery systems. <ul style="list-style-type: none"> <li>• Develop agreements with mass feeding providers as necessary</li> <li>• Identify mass feeding locations and resources needed.</li> </ul>	<b>Incident Management Center (IMC):</b> <ul style="list-style-type: none"> <li>• Provide information on mass feeding needs</li> <li>• Establish, staff, and identify supply distribution points on airport property</li> <li>• Identify sites requiring feeding services</li> <li>• Determine present and future need for mass feeding resources:               <ul style="list-style-type: none"> <li>-Communications</li> <li>-Feeding facilities</li> <li>-Feeding for victims and disaster workers</li> <li>-Potable water</li> <li>-Temporary sanitation facilities</li> </ul> </li> <li>• Coordinate mass feeding resources as requested by IMT</li> </ul>

City of Chicago	
<b>Primary</b> <ul style="list-style-type: none"> <li>• Chicago OEMC</li> </ul> <b>Support</b> <ul style="list-style-type: none"> <li>• Chicago Department Health/Human Services</li> <li>• American Red Cross</li> <li>• Department of Public Health</li> <li>• Salvation Army</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>• Coordinate tasking of all feeding activities during a disaster to include people with special needs</li> <li>• Coordinate establishment and operation of mass feeding facilities in areas affected by disasters</li> <li>• Coordinate relief efforts provided by volunteer organizations performing mass care functions</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate the establishment of a system to provide shelter registration data to appropriate authorities</li> <li>• Coordinate the provision of emergency first aid in shelters, fixed feeding sites, and emergency first aid stations</li> <li>• Coordinate medical support exceeding that required for standard first aid, for the prevention of communicable diseases, to include epidemiological and environmental health activities, as related to sheltering and feeding disaster victims</li> <li>• Coordinate with Law Enforcement for additional facility security</li> </ul>

State of Illinois	
<b>Primary</b> <ul style="list-style-type: none"> <li>• Illinois Emergency Management Agency</li> </ul> <b>Support</b> <ul style="list-style-type: none"> <li>• American Red Cross</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>• Emergency shelter</li> <li>• Feeding for victims and workers</li> <li>• Emergency first aid</li> <li>• Disaster welfare information system:               <ul style="list-style-type: none"> <li>- Victim status information coordination</li> <li>- Family reunification assistance</li> </ul> </li> <li>• Bulk distribution of emergency relief items</li> </ul>

Emergency Operations Plan

## Mass Care / Human Needs (Feeding)

### I. PURPOSE.

#### Mass Feeding:

To identify availability of resources to provide basic human needs and life sustaining food and water during and after emergencies or disasters, to persons unable to provide for themselves.

To coordinate with the City of Chicago, American Red Cross, the Salvation Army and others to ensure availability of basic survival needs (food, water, essential medications, etc.) for use during and after disasters.

#### Special Populations and Special Needs:

To identify how to deal with special populations (i.e. concentrations of people in one area, such as hearing impaired, disabled, elderly, transients (visitors and travelers within the affected area) and non-English speaking, etc.) and individuals with special needs (i.e. individuals requiring critical care, children traveling alone, elderly/frail, people dependent upon medications, etc.)

### II. POLICY.

It is the policy of the Chicago Department of Aviation (CDA):

- A. To direct the CDA Concessions and Real Estate Section to coordinate mass feeding needs with airport concessionaires, Travelers Aid, the City of Chicago, American Red Cross, the Salvation Army, and others during and after emergencies and disasters.
- B. CDA Concessions and Real Estate section personnel will closely coordinate with tenant agencies and others to ensure that mass care feeding operations will begin as soon as possible following a disaster. The basic essential life support to be provided for the displaced population in a congregate care atmosphere includes food, water, essential medications, sanitation and communications.
- C. Working with the Incident Management Center (IMC), to coordinate with city, state and federal agencies to facilitate the delivery of assistance programs to individuals, including the identification of appropriate site(s) for the disaster recovery center(s).
- E. Nondiscrimination. No services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency or disaster over and above what normally would be expected in the way of local municipal services. Municipal activities pursuant to the federal /state agreement for major disaster recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), and Section 205.16. - Nondiscrimination. Federal disaster assistance is conditional on full compliance with this rule.

- F. To comply with the American Disabilities Act and its standards set forth in 41 CFR 101.19-6, to the extent permitted by fiscal constraints.

### III Responsibilities.

#### A. Chicago Department of Aviation.

1. The CDA Concessions and Real Estate Sections are responsible for the organization and mobilization of this function during emergencies. As such, they are required to send a qualified representative to the IMC when activated to closely coordinate with airport concessionaires, Travelers Aid, City OEMC, American Red Cross, Salvation Army and other representatives within this coordination center.
2. CDA sections are encouraged to develop their own internal standard operating procedures (SOP) that supplements this plan to guide their initial response to emergency events occurring on airport property. They should consider the following responsibilities in their emergency planning efforts. Responsibilities that cannot be fulfilled can be deferred to the IMC for further coordination with the OEMC as may be necessary.
3. RESPONSIBILITIES INCLUDE:
  - "Feeding" actions include:
    - Provide feeding for victims and disaster workers.
    - Identify facilities that are appropriate for feeding facilities.
    - Provide potable water.
    - Provide temporary sanitation facilities.
    - Coordinate with Travelers Aid to provide information and other support services.
    - Coordinate for essential medications as needed with the OEMC, ARC, Salvation Army and others

#### B. Chicago OEMC / the American Red Cross / the Salvation Army:

1. In accordance with existing Memorandum of Agreement / Understanding (MOA / MOU) between the City of Chicago - OEMC, the American Red Cross, the Salvation Army, collectively ensure coordination is established with each other to:
  - Assist with the assessment of human needs during and after a disaster.
  - Assist with providing emergency programs for basic human needs.
  - Coordinate with other local community service agencies.
  - Coordinate with other agencies as necessary to provide care for children, elderly and disabled, and other special needs populations.
  - Provide a representative to the O'Hare IMC to coordinate human needs matters when IMC is activated.
  - Provide fixed and mobile feeding sites.
  - Coordinate and identify feeding locations and services.
  - Coordinate with CDA Facilities and Terminal Managers to ensure sufficient custodial support
  - Provide mobile canteen service to victims and emergency services workers.
  - Coordinate medical support for Red Cross shelters with medical authorities.

## 2. CHICAGO DEPARTMENT OF AVIATION EMERGENCY MANAGEMENT SECTION

- Responsible for fostering working relationships with city, state, federal, private and non-governmental agencies
- Ensure communication capability between IMC, reception centers and feeding locations.
- Working with OEMC, Red Cross, Salvation and others in assuming responsibility for ensuring the Mass Care / Feeding Management Function is activated in the IMC.
- Ensure the establishment of communication links between the Incident Management Team (IMT) / Incident Management Center (IMC) and feeding sites.
- Coordinate for all planning pertaining to support and coordination of the disaster feeding program in pre-disaster planning and during incidents / disasters.
- Ensure that mass care operations are serving the population.

### 3. LAW ENFORCEMENT.

- Provide traffic control during evacuee movement to feeding sites.

### 4. CDA FACILITIES SECTION (PUBLIC WORKS):

- Coordinate the disposal of solid waste from congregate care facilities (feeding sites).
- Assist in crowd control operations with signing and barricading activities.
- Ensure sufficient number of custodians are assigned to handle the increased workload
- Coordinate emergency utility support requirements with public and private utilities.
- Provide manpower and vehicles to obtain and distribute food, water, supplies, etc.

### 5. O'HARE COMMUNICATIONS CENTER (OCC) / CDA IT/MIS.

- Within capabilities provides emergency radio communication links between the IMT/IMC and feeding sites.

## IV. CONCEPT OF OPERATIONS.

### A. GENERAL.

1. Emergency operations for mass feeding operations will be an extension of normal programs and services. However, during incidents / disasters human services personnel, resources and facilities may be in short supply.
2. OEMC is the lead city department for coordinating with CDA and provider agencies for mass care needs and problems not addressed or other human service agencies. OEMC may be requested to activate other city departments to assist in this effort.
3. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal human services groups.
4. Coordination between human services agencies is necessary to ensure emergency operational readiness. Each department/agency having responsibility for human services must develop operating instructions and resource listings to support this plan.
5. A listing of available emergency human services resources is maintained in the OEMC.

## **B. AIRPORT-WIDE DISASTER.**

Each human services organization will maintain authority within its own jurisdiction. However, during an incident or disaster, the OEMC is responsible for the overall coordination of all emergency human services activities, to include mass care, individual assistance, sheltering, and needs of special populations and individuals. Under these circumstances, the OEMC and other participating support agencies will direct all emergency mass care operations from the IMC. Routine operations will be handled by standard procedures. State and federal support will be called upon as needed with requests channeled through the OEMC.

## **C. IMC ACTIVATIONS.**

1. When the IMC is activated, the Red Cross and the OEMC will staff the "Mass Care Group" within the IMC Logistics Support Section to coordinate human services activities. In general, the "Mass Care Group" is responsible for directing and coordinating emergency programs relating to mass care and the needs of special populations and individuals.

Four sub-units may be activated within the Group:

- Mass Care Operations Unit
- Feeding Unit.
- Special Needs Unit.
- American Red Cross Liaison

2. Human services personnel will be alerted according to prescribed departmental/agency policy. The IMC Mass Care Group Supervisor will assign the priorities for personnel.

## **D. IMC MASS CARE OPERATIONS UNIT DUTIES INCLUDE:**

- Identifying incident sites requiring mass feeding services.
- Determining present and future need for mass feeding resources:
  - Communications
  - Feeding facilities.
  - Feeding for victims and disaster workers.
  - Potable water.
  - Temporary sanitation facilities.
- Obtaining and coordinating mass care resources as requested by field incident commanders or member of the IMC Incident Management Support Team.

## **E. FEEDING UNIT DUTIES INCLUDE:**

- The ideal feeding space should include enough space to setup a feeding line, a single location where snacks and beverages will be at all times, and a location where people can sit and eat. It may be helpful to discuss with concessionaires whether tables, chairs, and supplies can be made available.
- Determining requirement for feeding victims and emergency responders.
- Establishing feeding sites and ensuring communications to each site.
- Ensuring a registration system is activated at each site.

## **F. OPERATIONS.**

**1. "MASS CARE" EMERGENCY FEEDING ACTIONS MAY INCLUDE:**

- Providing feeding for victims and disaster workers.
- Identifying facilities that are appropriate for feeding facilities.
- Providing potable water.
- Providing temporary sanitation facilities.



## City of Chicago Department of Aviation

### Emergency Operations Plan

### Annex K Appendix 2

### Mass Care / Human Needs – Sheltering

#### Preface

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items and related services to persons affected by a large-scale incident. Mass Care is usually provided by non-governmental organizations (NGOs), such as the American Red Cross, Salvation Army or by local government.

The capability also provides for companion animal care/handling through local government and appropriate animal-related organizations.

Functional and Medical Support Shelters (formerly known as Special Needs Shelters) are addressed as a separate capability. However, this capability does cover those individuals who have disabilities that can be accommodated in general population shelters. These individuals could include the following:

- A person requiring medication, Consumable Medical Supplies ([CMS], such as hearing aid batteries, incontinence supplies), or Durable Medical Equipment ([DME], such as wheelchairs, walkers, canes, etc.);
- A person with a stable medical or psychiatric condition;
- A person who requires a caregiver where the regular caregiver can stay with the person;
- A person requiring assistance with transferring from a wheelchair to a cot where the assistance does not require specialized training or lifting equipment;
- A person requiring oxygen who is mobile and does not require medical attention; or
- A person needing assistance with some activities of daily living such as cutting of food.



Chicago Department of Aviation Incident Management Center (IMC)	
<b>Primary:</b> <ul style="list-style-type: none"> <li>• CDA Concessions Section</li> <li>• CDA Facilities Section</li> <li>• CDA Warehouse</li> <li>• Chicago OEMC</li> <li>• American Red Cross</li> </ul> <b>Support:</b> <ul style="list-style-type: none"> <li>• Departments of Public Health.</li> <li>• Fire Departments.</li> <li>• Hotels/Motels.</li> <li>• Law Enforcement.</li> <li>• Chicago Transit Authority.</li> <li>• Public Works.</li> <li>• Salvation Army.</li> </ul> <b>Likely Tasks:</b> <b>General:</b> <ul style="list-style-type: none"> <li>• Analyze mass shelter requirements.</li> <li>• Develop agreements with mass shelter providers as necessary.</li> <li>• Identify mass shelter locations and resources needed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Incident Management Center (IMC):</b></li> <li>• Provide information on mass shelter needs.</li> <li>• Establish, staff, and identify supply distribution points on airport property</li> <li>• Determine present and future need for mass shelter resources: <ul style="list-style-type: none"> <li>-Communications.</li> <li>-Feeding facilities.</li> <li>-Feeding for victims and disaster workers.</li> <li>-Potable water.</li> <li>-Temporary sanitation facilities.</li> </ul> </li> <li>• Coordinate mass shelter resources as requested by IMT.</li> </ul>

City of Chicago	
<b>Primary</b> <ul style="list-style-type: none"> <li>• Chicago OEMC</li> </ul> <b>Support</b> <ul style="list-style-type: none"> <li>• Chicago Department Health/Human Services</li> <li>• American Red Cross</li> <li>• Department of Public Health</li> <li>• Salvation Army</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>• Coordinate tasking of all shelter activities during a disaster to include people with special needs.</li> <li>• Coordinate establishment and operation of mass shelter facilities in areas affected by disasters.</li> <li>• Coordinate relief efforts provided by volunteer organizations performing mass care functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate the establishment of a system to provide shelter registration data to appropriate authorities.</li> <li>• Coordinate the provision of emergency first aid in shelters, fixed feeding sites, and emergency first aid stations.</li> <li>• Coordinate medical support exceeding that required for standard first aid, for the prevention of communicable diseases, to include epidemiological and environmental health activities, as related to sheltering and feeding disaster victims.</li> <li>• Coordinate with Law Enforcement for additional facility security</li> </ul>

State of Illinois	
<b>Primary</b> <ul style="list-style-type: none"> <li>• Illinois Emergency Management Agency</li> </ul> <b>Support</b> <ul style="list-style-type: none"> <li>• American Red Cross</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>• Emergency shelter.</li> <li>• Shelter for victims and workers.</li> <li>• Emergency first aid.</li> <li>• Disaster welfare information system: <ul style="list-style-type: none"> <li>- Victim status information coordination.</li> <li>- Family reunification assistance.</li> </ul> </li> <li>• Bulk distribution of emergency relief items.</li> </ul>

Emergency Operations Plan

## Mass Care / Human Needs

### I. PURPOSE.

#### Mass Care:

To organize and maintain the capability to provide basic human needs, during and after emergencies or disasters, to persons unable to provide for themselves.

#### Sheltering:

To coordinate with the City of Chicago, American Red Cross, the Salvation Army and others, for the use of local buildings (such as schools, community centers, or other public facilities) as shelters for people unable to return home as a result of an emergency or disaster.

#### Special Populations and Special Needs:

To identify how to deal with special populations (i.e. concentrations of people in one area, such as hearing impaired, disabled, elderly, hospitals, schools, non-English speaking, etc.) and individuals with special needs (i.e. individuals requiring critical care, elderly/frail, children traveling alone, people dependent upon life support or medications, etc.)

### II. POLICY.

It is the policy of the Chicago Department of Aviation (CDA):

- A. To direct the CDA Facilities and Landside Operations (Terminal Managers) sections to send a qualified representative to the IMC when activated to coordinate mass sheltering needs. These CDA sections will work closely with the Chicago Office of Emergency Management and Communications (OEMC), the American Red Cross, the Salvation Army, and others who will be assigned to the IMC Logistics Support Section.
- B. That sheltering and mass care operations will begin as soon as possible following an emergency or disaster. Public and private facilities that will provide the best available protection of displaced people will be used as congregate care facilities. The basic essential life support to be provided for the displaced population in a congregate care atmosphere includes food, water, clothing, medical services, sanitation, lodging and communications.
- C. To coordinate with city, state and federal agencies to facilitate the delivery of assistance programs to individuals, including the identification of appropriate site(s) for the disaster recovery center(s).
- D. Pets. It is the national policy of the American Red Cross that animals and pets other than animals used to

assist the physically impaired, are not allowed in shelters. The care of pets and other animal needs are addressed in Annex J of this plan.

- E. Nondiscrimination. No services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency or disaster over and above what normally would be expected in the way of local municipal services. Municipal activities pursuant to the federal /state agreement for major disaster recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), Section 205.16. —Non-discrimination. Federal Disaster Assistance is conditional on full compliance with this rule.
- F. To comply with the American with Disabilities Act and its standards set forth in 41 CFR 101.19-6, to the extent permitted by fiscal constraints.
- G. That CDA will coordinate with the Chicago Office of Emergency Management and Communications (OEMC) to identify suitable shelters and refuges of last resort to accommodate the displaced population during emergencies/disasters.
- H. That the OEMC, American Red Cross, Salvation Army and others will work to secure the cooperation of building owners for use of their property for shelter space.
- I. That this function may be utilized singularly, or in conjunction with Incident Management Team (IMT) or Incident Management Center (IMC) activation.

### III. Responsibilities.

#### A. Chicago Department of Aviation.

- 1. The CDA Facilities, Landside Operations (Terminal Managers) sections are responsible for the organization and mobilization of this function during emergencies.
- 2. These sections are encouraged to develop their own internal standard operating procedures (SOP) that supplements this plan to guide their initial response to emergency events occurring on airport property. They should consider the following responsibilities in their emergency planning efforts. Responsibilities that cannot fulfilled can be deferred to the CDA IMC for further coordination.

#### 3. RESPONSIBILITIES INCLUDE:

- “Sheltering” emergency actions include:
  - Arranging for mobile shelter (coordination needed with the OEMC and Chicago Transit Authority).
  - Coordinate temporary shelter (coordination needed with the OEMC, ARC, Salvation Army and others) for those who require temporary sheltering off airport property as a result of an emergency / disaster.
  - Activating the CDA Passenger Assistance Program (PAP) to ensure that a sufficient number of sleeping accommodations (cots, pillows, blankets and overnight amenity kits) are made available to those who have been displaced by an emergency / disaster but do not require any additional sheltering accommodations off airport property.

B. Chicago OEMC / the American Red Cross / the Salvation Army:

1. In accordance with existing Memorandum of Understanding (MOU) between the OEMC, the American Red Cross, the Salvation Army and others, collectively ensure coordination is established with each other to:
  - Provide a qualified representative to the CDA IMC for assignment to the "Shelter Management Branch / Group" under the IMC Logistics Support Section.
  - Assist with the assessment of human needs during and after a disaster.
  - Assist with providing emergency programs for basic human needs.
  - Coordinate with the other local community service agencies.
  - Coordinate with other agencies as necessary to provide care for children, elderly and disabled, and other special needs populations.
  - Work in close concert with others in activation and operation of short term, temporary "holding centers" and longer-term shelters/disaster centers.
  - Coordinate and/or conduct emergency welfare services activities, including coordinating with volunteer agencies, and providing for registration and basic human needs of those sheltered.
  - Coordinate for various comprehensive emergency services to include case work services, financial counseling, and a wide variety of emergency aid to people in need, e.g. food boxes, clothing, bedding, cash grants for emergency lodging, clean up kits and many other specific assistance needs.
  - Provide counseling to disaster victims.
  - Contact / coordinate with representatives of area Utility Companies either assigned to the IMC or via telephone to ensure continuation of utility services are provided to shelters servicing special needs populations.
  - Maintain a list of potential shelter sites and, with the required staffing/agreement signatures can open shelter sites.
  - Provide and operate Red Cross emergency shelters.
  - Provide for the emergency needs of disaster victims housed in Red Cross shelters.
  - Provide food, clothing, housing, household furnishings, medical, bedding and linens, occupational supplies, and other necessities to disaster victims.
  - Provide health and welfare inquiry services.
  - Provide disaster damage assessments/information.
  - Provide mobile canteen service to victims and emergency services workers.
  - Identify suitable Red Cross shelters to accommodate the displaced population during emergencies/disasters.
  - Secure cooperation of building owners for use of shelter space.
  - Coordinate medical support for Red Cross shelters with medical authorities.
2. **CDA EMERGENCY OPERATIONS CENTER MANAGER / INCIDENT MANAGEMENT SUPPORT TEAM (WHEN IMC IS ACTIVATED)**
  - Responsible for fostering working relationships with city, state, federal, private and non-governmental agencies
  - Ensure communication capability between IMC, reception centers and shelters.
  - Working with OEMC, Red Cross, Salvation and others in assuming responsibility for ensuring the Mass Care / Shelter Management Function is activated in the IMC.
  - Ensure the establishment of communication links between the Incident Management Team (IMT) / Incident Management Center (IMC) and shelters.

- Coordinate for all planning pertaining to support and coordination of the disaster shelter program in pre-disaster planning and during incidents / disasters.
- Ensure that mass care operations are serving the population.

### 3. LAW ENFORCEMENT.

- Provide traffic control during evacuee movement to mass care and shelter facilities.
- If necessary, provide an alternative communications link between the mass care and shelter facility and the IMC through a mobile radio unit in police vehicles.

### 4. CDA FACILITIES SECTION (PUBLIC WORKS):

- Assist in crowd control operations with signing and barricading activities.
- Coordinate emergency utility support requirements with public and private utilities.
- Provide manpower and vehicles to obtain and distribute food, water, supplies, etc.

### 5. O'HARE COMMUNICATIONS CENTER (OCC) / CDA IT/MIS.

- Within capabilities provides emergency radio communication links between the IMT/IMC and shelters.

## IV. PLANNING ASSUMPTIONS.

### A. GENERAL.

1. Assistance from off-airport may not be available for periods up to 72 hours or more.
2. Emergency operations for most mass care (mass care, feeding, sheltering, special population needs) will be an extension of normal programs and services. However, during incidents / disasters human services personnel, resources and facilities may be in short supply.
3. OEMC is the lead City Department for coordinating with other agencies for mass care needs and problems not addressed or other human service agencies. OEMC may be requested to activate other city departments to assist in this effort.
4. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal human services groups.
5. Coordination between human services agencies is necessary to ensure emergency operational readiness. Each department/agency having responsibility for human services must develop operating instructions and resource listings to support this plan.
6. A listing of available emergency human services resources is maintained by the OEMC.

### B. AIRPORT-WIDE DISASTER.

Each human services organization will maintain authority within its own jurisdiction. However, during an incident or disaster, the Red Cross and the OEMC are responsible for overall coordination of all emergency human services activities, to include mass care, individual assistance, sheltering, and needs of special populations and individuals. Under these circumstances, the Red Cross and the OEMC will direct

all emergency mass care operations from the IMC (form the "Shelter Management Group") under the Logistics Support Section. Routine operations will be handled by standard procedures. State and federal support may be called upon as needed with requests channeled through the OEMC.

### C. IMC ACTIVATIONS.

1. When the IMC is activated, the OEMC, Red Cross, Salvation Army and others will staff the "Shelter Management Group" within the IMC Logistics Support Section to coordinate human services activities. In general, this Group is responsible for directing and coordinating emergency programs relating to sheltering, and the needs of special populations and individuals.
  - Four sub-units may be activated within the "Shelter Management Group":
    - Mass Care Operations Unit
    - Sheltering Unit.
    - Special Needs Unit.
    - American Red Cross Liaison
2. Human services personnel will be alerted according to prescribed departmental/agency policy. The IMC Shelter Management Group Supervisor will assign the operational priorities for personnel.
4. IMC MASS CARE OPERATIONS UNIT DUTIES INCLUDE:
  - Identifying incident sites requiring mass care services.
  - Determining present and future need for mass care resources:
    - Communications
    - Feeding facilities.
    - Feeding for victims and disaster workers.
    - Medical, nursing aid.
    - Potable water.
    - Temporary sanitation facilities.
    - Clothing commodities.
    - Fixed shelter.
    - Mobile shelter.
  - Obtaining and coordinating mass care resources as requested by field incident commanders or member of the IMC Incident Management Team.
6. IMC SHELTERING UNIT DUTIES INCLUDE:
  - Determining requirement for shelters for disaster victims and temporary sheltering for emergency responders.
  - Establishing shelter sites and ensuring communications to each site.
  - Ensuring a registration system is activated at each site.
7. IMC SPECIAL NEEDS UNIT DUTIES INCLUDE:
  - Identifying incident locations requiring needs of special populations and individuals.
  - Identifying sources and costs for providing for the needs of special populations and individuals.
  - Coordinating programs and resources for special populations and individuals.

#### 8. RECEPTION CENTER DUTIES INCLUDE:

- Coordinate setup and workforce for within the center.
- Coordinate processing within the center of all available agencies.
- Process evacuees with needs through a registration process for:
  - Lodging
  - Food
  - Clothing
  - Displacement/Replacement Funds
  - Job Service
  - Medical Needs

#### D. DAMAGE ASSESSMENT.

An initial IMC priority is to gather as much intelligence about the extent of damages and the impact on people as soon as possible. Human services agencies and other support organizations will participate in Damage Assessments with the CDA Damage Assistant Team and provide damage information for the situation and damage reports.

#### E. EVACUATION.

Evacuation will be coordinated with the IMC to ensure the evacuees are moved to an appropriate shelter, and the handicapped and others needing special assistance are provided for.

#### F. NEEDS OF SPECIAL POPULATIONS AND INDIVIDUALS.

1. Under normal conditions, local and state governments provide a variety of social services to assist certain populations and individuals with special needs. During emergencies and disasters the normal service capabilities and programs may be disrupted, requiring emergency measures to meet the needs of these populations within the community.
  - A. "special populations" are defined as "concentrations of people in one area or building for a special purpose or in certain circumstances (e.g. Hearing impaired, disabled, elderly, children traveling alone, etc.)"
  - B. "special needs (extended care)" are defined as "those individuals who, during disasters/emergencies, may be disabled, frail, elderly, or need assistance with medications, oxygen use, catheters, and may require backup power or specialized equipment or need transportation to a shelter."
2. The OEMC has the primary responsibility to ensure special population needs are met. Though disaster conditions may pose some difficulties and interruptions, it is assumed that the existing social services programs will continue to function. Following are the "short term" needs that should be addressed for those disaster victims identified as "special populations and individuals:"

- Emergency power.

- Medications
  - Food.
  - Transportation.
  - Evacuation procedures.
3. Successful efforts in providing for the needs of special populations and individuals during disaster require pre-planning and coordination between government agencies, voluntary organizations, and relief organizations. Successful practices include:
- Inventory of local resources for disaster relief.
  - Defining in advance what each involved group will do.
  - Forming a committee to perform planning and coordination.
  - Assigning a counselor for disaster-stricken household.
  - Inventory of populations or individuals that rely on utility services for special support, e.g. people on life support systems that must have power for operations.
4. Non-English speaking/ethnic minorities. Their major need is assistance with the language barrier. Interpreters, organized into "language banks" can provide assistance during and after disasters.



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City of Chicago  
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Emergency Operations Plan

**Annex L**  
**Public Health & Medical Services**

*Preface*

For many single-site emergency situations, these functions will be an extension of normal duties. However, during widespread, multiple site disasters public health personnel, resources and facilities may be in short supply. Further, certain major health problems may emerge, such as diseases, sanitation problems, contamination of food and water, and community mental health problems.

City of Chicago, Department of Aviation  
Emergency Operations Plan

Annex L

**Public Health & Medical Services**

**I. PURPOSE.**

A variety of health conditions may become emergencies within themselves following a disaster or the disaster itself may be a public health emergency. Health functions include protecting the safety of water supplies, assuring adequate sanitation is maintained, assuring the safety of food supplies, providing mortuary services, preventing or controlling epidemics and mental health. This function outlines the procedures for providing health services. Incidents involving mass casualties and mass death may require the outside assistance of Cook County Medical Examiners.

**Cook County Office of the Medical Examiner**

- Implement disaster plan.
- Activate Disaster Mortuary Operational Response Teams (DMORT) as necessary.
- Notify internal personnel and additional personnel from city, county, state, and federal agencies as necessary.
- Oversee death scene.
- Protect death scene to shield bodies, guard property and help preserve evidence.
- Collect eyewitness statements.
- Map physical evidence and location of bodies or body parts.
- Recover, collect, identify, and process deceased people and their personal effects.
- Activate and operate body staging areas and/or refrigerated trucks to hold and process the deceased.
- Determine cause of death.
- Register deaths and prepare death lists.
- Coordinate release of information to press and public through the JIC

**Designated POD Hospital:** [REDACTED]

- During a declared disaster, act as primary hospital for coordinating disaster responses within the region in conjunction with the Public Health Emergency Operations Center (PHEOC), which serves as the public health emergency operations center for the state.
- Perform an inventory of beds, operating rooms, blood supplies, burn units, and trauma services in Northern Illinois and direct rescue vehicles to the nearest facility in the event of a major emergency or disaster.
- Assess needs for and ensure the provision of mutual aid to scene(s).

## **II. POLICY.**

It is the policy of the Chicago Department of Aviation:

- A. To support the Chicago Department of Public Health (CDPH) in providing the highest of quality of care possible, however, emergency measures to protect life and health during disasters in all likelihood will be exclusively dependent upon local and area resources. Austere conditions may limit the amount and quality of care.
- B. That this function may be utilized singularly, or in conjunction with the Incident Management Center (IMC) and/or Emergency Operations Center (EOC) activation.

## **III. RESPONSIBILITIES.**

### **A. LOCAL GOVERNMENT.**

1. Chicago Department of Public Health is the lead agency responsible for organization and mobilization of this function during emergencies with the support of the Chicago Department of Aviation (CDA).
2. Airport stakeholders are encouraged to develop their own procedures to guide their initial response to emergency events impacting their organizations.

### **B. DEPARTMENT OF AVIATION EMERGENCY MANAGEMENT ORGANIZATION.**

#### Primary:

1. Chicago Department of Public Health (CDPH)
  - During emergencies can provide or coordinate:
    - Disease detection and control.
    - Waste disposal.
    - Technical information and expertise in regard to the storage of food and water.
    - Public information programs dealing with personal health and hygiene.
    - Communicable disease control operations, to include epidemic intelligence, evaluation, prevention and detection of communicable diseases.
    - Information and testing to ensure a potable water supply.
    - Environmental health activities in regard to waste disposal, refuse, food, water control, and vector control.
    - Health care support for shelters and reception care facilities.
    - Health instructions to the general public.

#### Support:

2. Fire Services.

- Provide initial emergency medical services.
- Assist with immunizations.

3. Law Enforcement Agencies

- Provide public safety services as required.
- Provide security at vulnerable sites and help to maintain order at distribution sites. Work with the health department regarding quarantines.

4. Red Cross.

- Under its charter, provide supplementary medical and nursing care in Red Cross shelters and other public health services upon request, and within limited capabilities.

**IV. CONCEPT OF OPERATIONS.**

**A. GENERAL.**

1. Emergency situations can potentially lead to public health problems. Depending upon the nature of the incident, complications might include communicable diseases, sanitation problems, contamination of food and water, community mental health problems, and other health problems arising from animal diseases (specifically rabies).
2. Emergency operations for public health services will be an extension of their normal duties. However, during widespread, multiple site disasters health personnel, resources and facilities may be in short supply.
3. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from city, county, state and federal health service groups.

**B. CITY-WIDE DISASTER.**

1. During a citywide disaster, the EOC "Public Health Services Branch Coordinator" is responsible for overall coordination of all emergency public health activities, to include mental health. Under these circumstances, the Public Health Services Branch Coordinator or designated representative will direct all emergency public health operations from the EOC. Routine operations will be handled by standard procedures.

**C. EOC ACTIVATIONS.**

1. When the IMC is activated, designate a member to serve as the IMCC "Public Health Services Branch Coordinator" to coordinate public health services activities. The Public Health Services Branch Coordinator is responsible for directing and

coordinating emergency responses to situations relating to disease control, sanitation, and mental health. The "Public Health Services Branch" in the IMC will make request to the city EOC for additional resources when all local public health services resources have been exhausted.

2. Public health personnel will be alerted according to prescribed departmental/agency policy. The IMC Public Health Services Branch Coordinator will assign the operational priorities for personnel. All personnel will report to their pre-designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre-designation of duties and responsibilities will facilitate a reduction in response time.
3. The Cook County Public Health Officer may establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.
4. During emergency operations, the City of Chicago and Cook County Departments of Public Health may provide representatives to the IMC. Position responsibilities include:
  - a. Staffing the "Public Health Services Branch" .
  - b. Staffs units within the Public Health Services Branch to include:
    - - "Public Health Services Unit."
    - - "Mental Health Services Unit."
    - - "Epidemiology Unit."
5. IMC Public Health Services Branch duties may include:
  - Detection as well as control of disease causing agents and water purification.
  - Coordinate waste disposal under disaster conditions.
  - Provide technical information and expertise in regard to the storage of food and water.
  - Coordinate public information programs dealing with personal health and hygiene.
  - Coordinate communicable disease control operations, to include epidemic intelligence, evaluation, prevention and detection of communicable diseases.
  - Provide information and testing to ensure a potable water supply.
  - Coordinate environmental health activities in regard to waste disposal, refuse, food, water control, and vector control.
  - Collect vital statistics in regard to births, deaths, and communicable diseases.
  - Coordinate and provide health care support for shelters and reception care facilities.
  - Direct the management, distribution and use of health resources (manpower, material, and facilities) under county control and allocated to the county.
  - Issue health instructions to the general public.

- Coordinate public health damage assessment activities.
- Coordinate environmental health activities in regard to waste disposal, refuse, food, water control, and vector/vermin control.
- Prevent and control communicable diseases by epidemic intelligence, evaluation, prevention and detection, and inoculation.

6. IMC Mental Health Services Unit duties include:

- Coordination with the Policy Group Chief to determine current and future need for mental health programs and resources;
- Identify incident locations requiring mental health programs and resources.
- Identify sources and costs for mental health programs and resources.
- Coordinate mental health programs and resources; determine support needs.

**D. DAMAGE ASSESSMENT.**

1. An initial IMC priority is to gather as much intelligence about the extent of damage as soon as possible. As soon as possible, public health service personnel will submit situation and damage reports to the IMC.

**E. EVACUATION.**

1. Evacuation will be coordinated with the Safety Officer to ensure the evacuees are moved to an appropriate shelter, and the needs of special populations and individuals are provided for. The "Public Health Services Branch" will ensure appropriate public health service support.

**F. FIELD OPERATIONS.**

1. Public Health Services emergency actions may include:
  - Immunizations.
  - Health inspections.
  - Sanitation inspections of medical facilities, shelters, mass-care centers, and food establishments.
  - Potable water testing.
  - Environmental health activities in regard to waste disposal, refuse, food, water control, and vector control.
  - Conducting laboratory activities in regard to examination of food and water, and diagnostic tests.
2. Mental Health Services emergency actions may include:
  - Providing mental health programs and resources at incident sites.
3. Hazardous Materials Response.

- Public health service units responding to a hazardous material incident will ensure that they have a full understanding of the Incident Commander's assessment of the situation and that they take full and proper precautions to protect themselves.
- Only personnel having proper training should be deployed to a hazardous material incident.

4. Multiple Death Operations.

- The Cook County Department of Public Health administers vital statistics during multiple death operations.

**G. MUTUAL AID AND AUGMENTATION FORCES.**

1. Mutual aid can be requested from or provided to neighboring local governments.
2. Support may also be requested from city, county, state and/or federal agencies through the City EOC.
3. National Transportation Safety Board (NTSB) / American Red Cross (ARC)



City of Chicago  
Department of Aviation

Emergency Operations Plan

**Annex M**  
**Homeland Security Strategy**

**Preface**

The Chicago Airport System has created a blueprint for comprehensive planning and exercising of the Target Capabilities enumerated in this Annex to better prepare the Chicago Airport System for homeland security efforts, including the use of related federal, state, local and private resources for Weapons of Mass Destruction (WMD) terrorism events and all other hazards.

Original Date: June 30, 2011

Revision Date: .....

1

FAA Approval: [Signature]

FAA Approval Date: 17 JUL 2011

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City of Chicago, Department of Aviation  
Emergency Operations Plan

Annex M

**Homeland Security Strategy**

**I. INTRODUCTION**

**A. Purpose.**

The purpose of the City of Chicago, Department of Aviation Homeland Security Strategy is to provide a common focus for resources and planning necessary to achieve a more secure environment for the employees and travelers to the Chicago Airport System from the threats of terrorism, as well as, threats posed by acts of nature or other man-made disasters. The Strategy conforms to the National Response Plan, the National Preparedness Goal and the National Incident Management System.

**B. Mission.**

Increase prevention, protection, response, and recovery capabilities of all first responder agencies within the Chicago Airport System for all hazards, including terrorism.

**C. Vision.**

Ensure a safe and secure future through effective All Hazards planning.

**D. Focus.**

The Chicago Airport System intends to achieve this goal by creating a blueprint for comprehensive planning and exercising of the Target Capabilities enumerated below to better prepare the Chicago Airport System for homeland security efforts, including the use of related federal, state, local and private resources for Weapons of Mass Destruction (WMD) terrorism events and all other hazards.

**Target Capabilities to be tested:**

1. Planning
2. Communications
3. Citizen Preparedness and Participation
4. Information Gathering And Warning
5. Intelligence/Information Sharing and Dissemination
6. CBRNE Detection
7. Animal Health Emergency Support
8. Citizen Protection
9. Emergency Public Information and Warning
10. Emergency Operations Center Management
11. Fatality Management
12. Firefighting Operations / Support

13. Mass Care
14. On-Site Incident Management
15. Public Safety and Security Response
16. Responder Safety and Health
17. Triage and Pre-Hospital Treatment
18. Urban Search and Rescue
19. WMD/HAZMAT Response and Decontamination
20. Structural Damage Assessment and Mitigation
21. Critical Infrastructure Protection
22. Critical Resource Logistics and Distribution
23. Environmental Health
24. Explosive Device Response Operations
25. Economic and Community Recovery
26. Restoration of Lifelines
27. Epidemiological Surveillance and Investigation

E. Training, Drills and Exercises.

To improve coordination of strategy development and implementation activities among emergency response agencies that would assist the Chicago Airport System during emergencies, the Department of Aviation's Exercise Development Team will work towards strengthening relationships with City, County and State Emergency First Responders through the shared sponsoring of joint training sessions, drills and exercises. All Exercise Development Team members will successfully complete the following courses:

- IS-120 – Introduction to Exercises
- IS-130 – Exercise Evaluation and Improvement Planning
- IS-139 – Exercise Design
- Homeland Security Exercise and Evaluation Program (HSEEP)

In addition, CDA relies upon mutual aid agreements (MABAS and ILEAS) to augment disaster response and recovery efforts.

*Extract from the U.S. Department of Transportation, Federal Aviation Administration Advisory Circular "Airport Emergency Plan", dated June 19, 2009: "Each airport must depend to some degree on the resources from it's surrounding communities. For this reason, each airport operator is encouraged to involve local communities in the development of the AEP and use of the collective expertise and resources for the mutual benefit of all parties".*

G. Capabilities Assessment.

A Capabilities Assessment will be used to evaluate the Goals and Objectives using the above cited 27 Targeted Capabilities. The Capabilities Assessment will be coupled with planning, training and exercises that incorporate selected scenarios contained in identified planning scenarios. In all cases, all findings will be evaluated to:

- Ensure consistency with the national planning guidance.
- Identify gaps in plans and organization, training, exercises.
- Effectiveness in every aspect of the strategy and related plans.

## II. Goals, Objectives, and Implementation Steps

<b>Goal 1 - Common Areas: Promote domestic security and promote public/private sector empowerment to prevent, prepare for and respond to WMD incidents/threats. (This category includes planning, awareness, equipment and Inter-operable communications)</b>	
<b>Objective 1.1</b>	<b>Provide equipment as necessary to increase domestic security and all hazard awareness, preparation, vulnerability reduction, and prevention for a) first responders and b) the airport community (ongoing).</b>
Step 1	Prioritize equipment procurements during each budget cycle.
Step 2	Procure equipment on an ongoing basis.
Step 3	Develop and implement equipment tracking system (Vehicle Services Section)
Step 4	Develop sustainment strategies and identify funding sources (Capital Improvements; Operations and Maintenance and Grants).
<b>Objective 1.2</b>	<b>Participate in the Regional Catastrophic Planning Committee (RCPT) (ongoing).</b>
Step 1	Schedule staff to attend NIMS/ICS training; document committee actions.
Step 2	Support committee planning and work efforts.
<b>Objective 1.3</b>	<b>Increase domestic security awareness in accordance with the strategy and related plans</b>
Step 1	Establish an Aviation Media Work Group to review available curricula (public sources) and determine gaps.
Step 2	Develop a communications plan regarding the use of media response units and communications/media assets.
Step 3	Develop multi-faceted marketing campaign to promote terrorism and threat awareness using a core standard message.
<b>Objective 1.4</b>	<b>On an annual basis, evaluate/update the Strategy to include reconciliation with other federal and state domestic security strategies and programs.</b>
Step 1	Share the strategy with local governments, the state, and RCPT.
Step 2	Inventory relevant state and federal programs that the airports and city are participating in; Develop a "cross-walk" to this Strategy.
<b>Objective 1.5</b>	<b>Develop Interoperable Communications Plan</b>
Step 1	Establish an Department Interoperable Communications Working Group (include OEMC).
Step 2	Complete communications capability assessment
Step 3	Develop draft plan
Step 4	Finalize plan
Step 5	List and prioritize needed interoperable communications capabilities as per capabilities assessment and Interoperable Communications Plan
Step 6	Identify potential funding sources (Capital; Operations and Maintenance and Grants)
Step 7	Participate in regional, state, federal funding programs. Submit applications. Purchase capabilities as funds become available. (ongoing)

<b>Goal 2 - Prevent Mission Area:</b> This area includes promotion of WMD awareness in the first responder community to prevent, prepare for and respond to WMD incidents/threats. This category includes providing CBRNE awareness training to first responders, improving information and intelligence gathering sharing among government and key stakeholders to recognize and counter terrorist threats, utilize existing government organizations and systems to ensure coordination and involvement of all first responders providing training and conduct exercises, self evaluations and After Action Reviews.	
<b>Objective 2.1</b>	<b>Implement an Aviation Intelligence program as part of an All Hazards Incident Management function to provide accurate and timely information regarding credible threats to the Aviation industry and the Chicago Airport System.</b>
<b>Step 1</b>	Define and contrast intelligence versus information and determine the audiences that need one or the other.
<b>Step 2</b>	Assist to identify and integrate existing systems, mechanisms, and infrastructure available for the assessment and dissemination of intelligence and information.
<b>Step 3</b>	Identify gaps between what is already being done by city, county, state and federal jurisdictions and what needs to be done.
<b>Step 4</b>	Develop mechanism to define the data types that AIC needs to collect to properly analyze risks.
<b>Step 5</b>	Join and integrate regional and local resources.
<b>Step 6</b>	Share data with Incident Management Support Team, first responders and the public.
<b>Objective 2.2</b>	<b>Develop community outreach programs regarding role in preventing terrorist attacks.</b>
<b>Step 1</b>	Task the Media Working Group to review information currently available and identify gaps.
<b>Step 2</b>	Create common messages regarding Counter Terrorism as needed for business and industry.
<b>Step 3</b>	Develop partnerships with business representatives to promote security measures to reduce vulnerability.
<b>Step 4</b>	Identify partners to deliver training.
<b>Step 5</b>	Monitor information delivery and conduct gap analysis.
<b>Step 6</b>	Review and critique information delivery performance and adjust plan accordingly.
<b>Objective 2.3</b>	<b>Assess NIMS Compliance and Begin to Provide NIMS/NPG Training.</b>
<b>Step 1</b>	Conduct a NIMS capability and compliance assessment .
<b>Step 2</b>	Develop NIMS compliance strategy .
<b>Step 3</b>	Develop NIMS training strategy.
<b>Step 4</b>	Analyze NIMS compliance to date to aid in compliance reviews.
<b>Step 5</b>	Update NIMS compliance strategy .
<b>Step 6</b>	Monitor, evaluate, and report on NIMS compliance efforts (ongoing).

<b>Objective 2.4</b>	<b>Develop or enhance Citizens Emergency Response Team (CERT) program.</b>
<b>Step 1</b>	Assign a staff person to function as the Department CERT coordinator.
<b>Step 2</b>	Assess and document existing CERT program, locations and number of members.
<b>Step 3</b>	Determine successful strategies and share information across programs.
<b>Step 4</b>	Facilitate workshop(s) to share CERT program successes.
<b>Step 5</b>	Develop best practices that takes into account the demographics and addresses key issues such as recruitment, training curriculum, equipment, schedules and strategies.
<b>Step 6</b>	Develop monitoring process to assess numbers trained and to continue sharing successes.

**Goal 3 - Protection Mission Area: Reduce vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks, major disasters, or other emergencies through, public and private partnerships, local, state and federal cooperation and coordination. Activities include continuity of government and operations planning; conduct of Hazardous/Vulnerability assessment of critical facilities, systems and functions; and expansion of security-related information sharing among entities.**

**Objective 3.1 Develop and begin implementation of a Department exercise plan.**

- Step 1** Work with the OEMC to create a city-wide three-year exercise plan.
- Step 2** Establish an Exercise Development Team: Obtain commitment from administration of each participating jurisdiction, discipline and dedicated personnel to be involved in all phases of the exercise development process.
- Step 3** Schedule and plan exercises based on the plan; individual disciplines will perform design and planning tasks.
- Step 4** Coordinate exercise schedule with city, county and State EMAs. Ensure compliance with the Homeland Security Exercise Evaluation Program (HSEEP).
- Step 5** Review previous exercises and make corrective measures based on review.
- Step 6** Conduct after action reports immediately following tabletop and full-scale exercise; publish report within 30 days of exercise.
- Step 7** Conduct exercises based on a "All Hazards" vulnerability scenarios.
- Step 8** Conduct a full-scale exercise based on "All Hazards" scenario.
- Step 9** Identify continuing issues to be addressed in future years based on all exercises conducted (ongoing).

**Objective 3.2 Assess and work to reduce vulnerability of the critical infrastructure sites**

- Step 1** Inventory critical infrastructure (CI) sites; rank them to determine the priorities.
- Step 2** Begin infrastructure assessments.
- Step 3** Assist in the development and collection of data regarding inventory efforts.
- Step 4** Develops a program to improve department Critical Infrastructure Protection Program (CIPP).
- Step 5** Identify sites that have already been assessed.
- Step 6** Identify staff requirements and timeline to assess the remaining CI sites.
- Step 7** Provide training to teach measures to Vulnerability Assessment Team personnel in effort to reduce vulnerability.
- Step 8** Determine steps and budget requirements to reduce vulnerability.
- Step 9** Determine an appropriate and secure means to share information on the critical structures with appropriate agencies.



<b>Objective 4</b>	<b>Operationalize the Department Emergency Operations Plan (EOP)</b>
<b>Step 1</b>	Annually review and update the EOP.
<b>Step 2</b>	Develop mechanism to share appropriate portions of the EOP with tasked/involved agencies so they better understand their roles and responsibilities.
<b>Step 3</b>	Make specific tasking assignments in the EOP.
<b>Step 4</b>	Develop Standardized Operating Procedures (SOP) and Field Operations Guides (FOG) for all sections and incorporate them into the EOP.
<b>Step 5</b>	Require Department Section Heads to conduct training and workshops on SOPs and FOGs.
<b>Step 6</b>	Exercise the EOP and related SOPs and FOGs.
<b>Step 7</b>	Conduct after action reviews and develop strategies for improvements.
<b>Objective 4.1</b>	<b>Develop Terrorism Appendix to the Emergency Operations Plan.</b>
<b>Step 1</b>	Determine threats and vulnerabilities specific to terrorism impacting on the Aviation industry and the Chicago Airport System.
<b>Step 2</b>	Develop a Terrorism Appendix to the "Homeland Security Strategy Annex" of the Emergency Operations Plan.
<b>Step 3</b>	Provide Terrorism presentation to department leadership and key Section personnel on a quarterly basis.
<b>Step 4</b>	Annually review and update the Terrorism Appendix.
<b>Step 5</b>	Coordinate with the Exercise Development Team to ensure that Terrorism related vulnerabilities are exercised regularly (as "injects" to other exercises or as a stand-alone exercise scenarios).

**Goal 5: Recovery** — Activities that include the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services to promote restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Objective 5.1**      **Implement National Planning Guidelines (NPG) Capabilities Assessment for recovery functions.**  
**Step 1**              Complete and analyze the Capabilities Assessment regarding recovery functions.  
**Step 2**              Identify gaps in plans and organization, training and exercises for recovery capabilities.  
**Step 3**              Prioritize equipment needs, planning, training, organizing and exercise needs.  
**Step 4**              Include priority items in budget cycle.

**Objective 5.2**      **Create Continuity of Operations Plan (COOP).**  
**Step 1**              Create Department COOP.  
**Step 2**              Provide COOP workshop to leadership and section heads on COOP roles and responsibilities.  
**Step 3**              Test COOP as a part of exercise activities or as a part of any planned exercises.  
**Step 4**              Annually review and update COOP.

**Objective 5.3**      **Develop Mass Casualty Incident (MCI) capability to triage, transport and treat at least 1,500 patients (include hospitals and Health Department) .**  
**Step 1**              Review and update the MCI Annex to the EOP to include aligning and linking all local, county and regional plans, assets and agreements.  
**Step 2**              Develop mechanism to share appropriate portions of the MCI plan tasked/involved agencies so they better understand their role/responsibilities.  
**Step 3**              Develop Standardized Operating Procedures (SOP) and Field Operations Guides (FOG).  
**Step 4**              Conduct training and workshops on the MCI plan.  
**Step 5**              Exercise the MCI plan SOPs and FOGs (discussion based, drills, Table Tops, Functional and Full Scale Exercises).  
**Step 6**              Conduct after action reviews and develop strategies for improvements.

### III. RESPONSIBILITY FOR EMERGENCY MANAGEMENT PROGRAM AND EVALUATION

The Chicago Department of Aviation, Emergency Management Section is tasked with the direction and control of Emergency Management programs and functions for the department. Responsibilities of the Section include:

- Coordinating with departmental staff and outside agencies to develop and update airport emergency management plans in preparation for and response to incidents. This includes NIMS, the Incident Command System (ICS), Continuity of Operations (COOP), Emergency Operations Center (EOC) and Evacuation Planning.
- Ensuring emergency plans comply with federal Department of Homeland Security and state requirements and guidelines;
- Coordination of information and resources to support activities conducted in the Incident Management Center. This includes the major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or any combination thereof.
- Collaborating with other city departments and outside agencies to develop and implement operating procedures and action plans to effectively utilize emergency personnel and equipment during emergency or disaster situations;
- Coordinating with staff engaged in planning and executing multi-agency training programs, disaster simulation exercises and emergency operations drills to prepare the department to effectively respond to emergencies;
- Conducting research regarding emergency management programs and best practices for inclusion in emergency and disaster management plans;
- Performing threat and vulnerability assessments,
- Determining necessary security and risk mitigation measures;
- Preparing management reports relating to emergency management programs.
- Review process for all Standard Operating Procedures related to Emergency Management

The Emergency Management Section conducts meetings in order to review the Department's Homeland Security Strategy strategic goals, objectives, and implementation steps. The Emergency Management Section will evaluate achievements and identify pending objectives that have not been successfully completed. Additionally, they will have the responsibility of recommending revisions to plans and practices as needed for these objectives in order to meet those designated goals.

City of Chicago  
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Emergency Operations Plan

**Annex N**  
**Catastrophic Incident Plan**

Preface

Recognizing that outside resources will be required to augment profoundly overwhelmed local response efforts, the Catastrophic Incident Plan establishes protocols to pre-designate and rapidly deploy key resources (e.g., medical teams, search and rescue teams, shelters, transportable shelters, medical and equipment caches, etc.) that are expected to be urgently needed or required to save lives and contain incidents.

City of Chicago, Department of Aviation  
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Annex N

**Catastrophic Incident Plan**

I. Introduction

A. Purpose

The Catastrophic Incident Plan (CIP) to the City of Chicago, Department of Aviation Emergency Operations Plan (EOP) establishes the strategy for implementing and coordinating an accelerated, proactive response to a catastrophic incident. A catastrophic incident, as defined in the National Response Framework (NRF), is any natural or manmade incident, including terrorism that produces extraordinary levels of mass casualties, damage, and disruption severely affecting the population, infrastructure, environment, economy, and government functions. Such an event would immediately exceed resources normally available in the City, County, State, Federal and private sectors, and therefore would require City, County, State and Federal assistance in a timelier manner than typically could be provided.

Recognizing that outside resources will be required to augment profoundly overwhelmed local response efforts, the Catastrophic Incident Plan establishes protocols to pre-designate and rapidly deploy key resources (e.g., medical teams, search and rescue teams, shelters, transportable shelters, medical and equipment caches, etc.) that are expected to be urgently needed or required to save lives and contain incidents.

B. Scope

A catastrophic incident could result in sustained impact over a prolonged period of time; almost immediately exceed resources normally available to local and private-sector authorities in the impacted area; and significantly interrupt governmental operations and emergency services to such an extent that security could be threatened. These factors drive the urgency for coordinated planning to ensure accelerated assistance.

When an incident overwhelms city, county and state mutual aid resources, the Governor will be requested to seek Federal assistance. In such cases, Department of Aviation, City of Chicago, Cook County, State of Illinois and the Federal Government will collaborate to provide the necessary assistance

C. Policies

1. If an event is catastrophic in nature, local and county Emergency Management Agencies direct implementation of the Catastrophic Incident Plan (CIP).
2. All deploying resources remain under the control of their respective department or agency during mobilization and deployment.
3. Resources arriving at a mobilization center or staging area remain there until requested by local incident command authorities, when they are then integrated into the incident response effort.
4. The occurrence or threat of multiple or successive catastrophic incidents may significantly reduce the size, speed, and depth of the response. If deemed necessary or prudent, Emergency Management Agencies may reduce the availability or allocation of finite resources when multiple venues are competing for the same resources, or hold certain resources in reserve in case of additional incidents.

## II. Situation

- A. Catastrophic Event can be either an anticipated or an unexpected incident.
  1. An anticipated event will allow for advance Alert, Warning, Notification, planning and preparedness.
  2. An unexpected event will catch the public unaware, which will likely result in a greater number of casualties.
  3. Planning for an unexpected event should contribute to a less chaotic and more effective response.
- B. An event will require a huge human effort on the part of government leaders and workers, volunteers and emergency response and management personnel.
- C. An effective response will not occur if the government fails to function
- D. Resource acquisition and management will be a crucial function.
- E. Procurement of some resources, such as generators, will be easier if relationships are built in advance with key representatives from businesses that can provide them.
- F. Some communications systems used by response personnel are not equipped with emergency power supplies.
- G. All emergency power supplies are temporary unless replenished (i.e., fuel supplies restocked, batteries replaced).
- H. Communications systems may fail due to damage. This may have an adverse impact on critical operations.

- I. City, county, state and federal resources may take 24-72 hours to arrive in the area.
- J. Evacuation will put a strain on the response due to the time investment and traffic congestion.
- K. Looting and civil unrest should be expected.
- L. The nature of a catastrophic event will require a massive response of manpower. This is especially true of law enforcement.
- M. Procurement of resources from local concerns will be difficult due to closed businesses and/or evacuated staff.
- N. Due to difficult conditions and welfare of family members, response and government personnel may self-evacuate.
- O. Damage and/or debris may affect transportation, slowing evacuation, response and resource delivery.
- P. Other agencies working in the area may attempt to seize, control, or re-appropriate resources ordered by local officials.
- Q. Local officials will be overwhelmed simply by the presence of an enormous response from federal agencies and volunteers.
- R. The Incident Management Center (IMC) could be overwhelmed by the presence of people from local, state and federal agencies assigned to the incident.
- S. The National Response Framework (NRF) contains special guidelines for the federal response to a Catastrophic Event.

### III. Planning Assumptions

- A. A catastrophic incident may result in large numbers of casualties and/or displaced persons. During an incident response, priority is given to human life-saving operations.
- B. The nature and scope of a catastrophic incident may immediately overwhelm local response capabilities and require immediate State support.
- C. A detailed and credible common operating picture may not be achievable for 24 to 48 hours (or longer) after the incident. As a result, response activities must begin without the benefit of a detailed or complete situation and critical needs assessment.
- D. A catastrophic incident will necessitate implementation of the CIP, City, County, State of Emergency and may trigger a Presidential Disaster Declaration at the request of the Governor.

- E. The nature and scope of the catastrophic incident may include chemical, biological, radiological, nuclear, or high-yield explosive attacks, disease epidemics, cyber attacks, and major natural or manmade hazards – or any combination thereof.
- F. A catastrophic incident has unique dimensions/characteristics requiring that response plans/strategies be flexible enough to effectively address emerging needs and requirements.
- G. A catastrophic incident may occur with little or no warning. Some incidents, such as rapid disease outbreaks, may be well underway before detection.
- H. Multiple incidents may occur simultaneously or sequentially in contiguous and/or noncontiguous areas. Some incidents, such as a biological WMD attack, may be dispersed over a large geographic area and lack a defined incident site.
- I. A catastrophic incident may produce environmental impacts (e.g., persistent chemical, biological, or radiological contamination) that severely challenge the ability and capacity of governments and communities to achieve a timely recovery.
- J. State support must be provided in a timely manner to save lives, prevent human suffering, and mitigate severe damage. This may require mobilizing and deploying resources before they are requested via normal protocols. Large-scale evacuations, organized or self-directed, may occur. More people initially are likely to flee and shelter outside of areas involving chemical, biological, radiological, or nuclear agents than for natural events. The health related implications of these incidents may aggravate attempts to implement a coordinated evacuation management strategy.
- K. Large numbers of people may be left temporarily or permanently homeless and may require prolonged temporary housing.
- L. A catastrophic incident may have significant international dimensions. These include impacts on the health and welfare of border community populations, cross-border trade, transit, law enforcement coordination, and other areas.

#### IV. Concept of Operations

##### A. Phase I – Pre-incident

- 1. Public Warning and Emergency Public Information will be critical sections of the Plan to implement, especially for anticipated events. Review Emergency Public Information to insure the media relates facts and actionable information, not rumors.
- 2. Develop and implement Evacuation / Shelter In Place plan for the incident.
- 3. Identify and implement any potential prevention measures.



4. Identify suitable pre-staging facilities for personnel and equipment resources.
5. Identify protection measures for key assets and critical infrastructure.
6. Muster command personnel and key department personnel to help manage the incident.
  - a. Focus on staffing, operational and logistical needs.
  - b. Make sure necessary strategies are communicated to staff/response personnel.
7. Acquire necessary local resources to sustain emergency and government operations and care for personnel.
8. Identify anticipated external resource needs and request them.
9. Activate Incident Management Center and establish work schedule.
10. Establish coordination and communications between the off-site Multi-Agency Coordination Centers (MACC) and the IMC.
11. Insure response personnel are secured in staging areas before incident occurs.

B. Phase II – During Incident

1. Applicable to either an anticipated or unexpected incident.
2. Conduct Alert, Warning and Notification, and Emergency Public Information activities. Expect any operating broadcast media facilities to be doing "wall-to-wall coverage". Review Emergency Public Information to insure the media relates facts and actionable information, not rumors.
3. Activate Incident Management Center and plan initial operational activity.
4. Conduct damage assessment and rescue operations only when reasonable safety to response personnel and proper command and control can be assured.

C. Local Response

1. Continuity of Operations (COOP)  
Following a catastrophic event, segments of local authorities as well as nongovernmental organizations (NGOs) and the private sector may be severely compromised. The Department of Aviation must be prepared to fill potential gaps to ensure continuity of government operations. The incident may cause significant disruption of the impacted area's critical infrastructure, such as energy, transportation, telecommunications, law enforcement, public health and medical systems.

2. Incident Condition

Normal procedures for certain Emergency Functions may be expedited or streamlined to address the magnitude of urgent requirements of the incident. All Emergency Functions must explore economies of scale to maximize utilization and efficiency of scarce resources. In the case of a catastrophic incident, it is expected that the City, County, State provide expedited assistance in one or more of the following areas:

a. Mass Evacuations

While primarily a local responsibility, CDA may request support for a large-scale evacuations. There may also be a need for evacuation of large numbers of people out of the impacted area to safe areas in other municipalities, requiring significant transportation and shelter coordination and resources. There is likely to be significant shortage of response and casualty/evacuee reception capabilities throughout the impacted area.

b. Mass Care, Housing, and Human Services

The ability to support the provision of temporary shelter, food, emergency first aid, and other essential life support to people in the affected area may be complicated by contaminated resources or facilities and impact the ability to quickly transport resources into the area.

c. Search and Rescue

Resources and personnel to perform operational activities (e.g., locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures) are limited. If search and rescue operations are required in areas of contamination, the limited availability of properly equipped resources supports or underscores the need for a prompt outside response.

d. Decontamination

Incidents involving a weapon of mass destruction (WMD) may require decontamination of casualties, evacuees, animals, equipment, buildings, critical infrastructure, and other areas. Given the potentially large numbers of casualties and evacuees, resulting decontamination requirements may quickly outstrip local capabilities.

e. Public Health and Medical Support

There is a significant need for public health and medical support, including mental health services. Medical support is required not only at medical facilities, but at casualty evacuation points, evacuee and refugee points and shelters, and other locations to support field operations. In addition, any contamination requirement increases the requirement for technical assistance/resources.

f. Medical Equipment and Supplies

Shortages of available supplies of preventive and therapeutic pharmaceuticals and qualified medical personnel to administer

available prophylaxis are likely. Timely distribution of prophylaxis may forestall additional illnesses, and reduce the impact of disease among those already exposed.

- g. **Casualty and Fatality Management and Transportation**  
Additional resources may be required to manage the transportation and storage of deceased, injured, and exposed victims if their numbers are extremely high. In addition, the numbers of casualties are likely to overwhelm the bed capacities of local medical facilities.
- h. **Public Safety and Security**  
Additional resources may be required to augment local authorities to protect the public and secure the impacted area. Law enforcement and emergency management officials who normally respond to incidents may be among those affected and unable to perform their duties.
- i. **Public Information**  
When local public communication systems are overwhelmed during a catastrophic incident, CDA may request that the city, county or state immediately provide resources to assist in delivering clear and coherent public information guidance and consistent messages to the affected areas.

D. **State Response**

State response operations and responsibilities are covered in the State of Illinois EOP.

E. **Federal Response**

- 1. In accordance with NRF provisions for a proactive Federal response to catastrophic incidents, the NRF-CIA employs an expedited approach to the provision of Federal resources to save lives and contain the incident.
- 2. Guiding principles for a proactive Federal catastrophic incident response include the following:
  - a. The primary mission is to save lives, protect property and critical infrastructure, contain the event, and protect the national security.
  - b. Standard procedures outlined in the NRF regarding requests for assistance may be expedited or, under extreme circumstances, temporarily suspended in the immediate aftermath of an incident of catastrophic magnitude, pursuant to existing law.
  - c. Pre-identified Federal response resources are mobilized and deployed, and, if required, begin emergency operations to commence life-safety activities.

- d. Notification and full coordination with States occur, but the coordination process should not delay or impede the rapid mobilization and deployment of critical Federal resources.
3. Upon recognition that a catastrophic incident condition (e.g., involving mass casualties and/or mass evacuation) exists, the Secretary of Homeland Security immediately begins, potentially in advance of a formal Presidential disaster declaration, DHS implementation of the NRF-CIA. Upon notification from the National Operations Center (NOC) that the NRF-CIA has been implemented, Federal departments and agencies immediately:
  - a. Take actions to activate, mobilize, and deploy incident-specific resources in accordance with the NRF-CIS.
  - b. Take actions to protect life, property, and critical infrastructure under their jurisdiction, and provide assistance within the affected area.
  - c. Commence those hazard-specific activities established under the appropriate and applicable NRF Incident Annex(es), including the NRF-CIA.
  - d. Commence functional activities and responsibilities established under the NRF ESF Annexes.
4. NRF-CIA actions that the Federal Government takes in response to a catastrophic incident include:
  - a. For no-notice or short-notice catastrophic events when there is little or no time to assess the requirements of the State, tribal, and local authorities, all Federal departments and agencies and the American Red Cross initiate actions to mobilize and deploy resources by scenario type as planned for in the NRF-CIS.
  - b. For those potential catastrophic incidents where there is time to coordinate with local, and private-sector authorities, Federal departments and agencies and the American Red Cross will pre-deploy appropriately tailored elements of the NRF-CIS, as well as other Federal resources as required to meet the anticipated demands of the specific incident scenario.
  - c. All Federal departments and agencies and organizations (e.g., the American Red Cross) assigned primary or supporting ESF responsibilities immediately begin implementation of those responsibilities, as appropriate or when directed by the President.
  - d. Incident-specific resources and capabilities (e.g., medical teams, search and rescue teams, equipment, transportable shelters, preventive and therapeutic pharmaceutical caches, etc.) are activated and prepared for deployment to a Federal mobilization center or staging area near the incident site. The development of site-specific catastrophic incident response strategies (as detailed in the NRF-CIS)

that include the pre-identification of incident-specific critical resource requirements and corresponding deployment/employment strategies accelerate the timely provision of critically skilled resources and capabilities.

- e. Regional Federal facilities (e.g., hospitals) are activated and prepared to receive and treat casualties from the incident area. Federal facilities are directed to reprioritize services (in some cases reducing or postponing certain customary services) until life-saving activities are concluded. The development of site-specific catastrophic incident response plans that include the pre-identification of projected casualty and mass care support requirements and potentially available facilities expands the response architecture and accelerates the availability of such resources.
  - f. Supplementary support agreements with NGOs and the private sector are activated.
5. Given the projected high demand for Federal augmentation support, as well as the potential national security implications of a catastrophic incident, Federal departments and agencies may be asked to redirect efforts from their day-to-day responsibilities to support the response effort.

V. Direction and Control

A. Emergency Management

- 1. Activate the Emergency Operations Center at Level Four and maintain full support staff.
- 2. Coordinate emergency management activities, Communications and Resource Management.
- 3. Provide periodic situation reports (SITREPS) to the Chief Elected Official.
- 4. Insure the work of the Emergency Operations Center properly supports the Incident Command. Additional staff will be needed for Logistics and Planning Sections.
- 5. Oversee all phases of emergency management.

B. Commissioner of Aviation.

- 1. Oversee all functions of department operations and working with the [REDACTED], oversee emergency response and management.

C. Incident Command

- 1. Manage Incident Command Post functions.

2. Oversee response functions, either from Incident, Unified or Area Command Post.
3. Appoint and maintain full command staff.
4. Coordinate Incident Planning and other emergency management functions with the Incident Management Center.
5. Work with the Incident Management Center to resolve or work around any mission-critical communications issues so that command and control is properly maintained.
6. Manage the execution of the Incident Action Planning with other members of the Unified Command staff and Incident Management Center Planning personnel to determine work to be done and resources needed to do the work.
7. Provide periodic situation reports (SITREPs) to the Incident Management Center.

#### VI. Roles and Responsibilities

##### A. General

1. Response agencies are expected to fulfill their basic missions as defined in the Basic Plan.
2. Non-responder governmental agencies are expected to:
  - a. Perform their basic mission.
  - b. Participate in the ongoing function of the government in order to maintain order, serve the public, and insure recovery from the incident.
  - c. Perform designated emergency operations functions as defined in the Basic Plan.
  - d. Be capable of performing their work under primitive and less-than-ideal conditions.

##### B. Emergency Management

1. Initiate Alert, Warning, Notification, and Emergency Public Information measures.
2. Expedite Evacuation Plan and assume evacuation measures will take more than 24 hours. Coordinate evacuation activity with City / County and State Emergency Management Agencies.

3. Request anticipated city, county, state and federal resources as soon as possible.
4. Review Communications Plan and act to support any communications need. Identify and act upon any mission-critical communications issues.
5. Notify all agency heads to conduct manpower assessments, both for public safety and other support personnel.
6. Establish Incident Management Center at Level 4.
7. Request that the Federal Coordinating Officer (FCO) locate and operate from the Incident Management Center.
8. Staff-up Planning, Finance / Administration, and Logistics sections to support massive effort. Initial planning efforts should focus on:
  - a. Crisis response.
  - b. Communications issues.
  - c. Law enforcement/security.
  - d. Continuity of Government.
  - e. Mass Care and Human Resources.
  - f. Resource Procurement and Resource Management.
  - g. Coordination of city/state/federal response.
  - h. Coordination of volunteer resources.
9. Consider needs under Special Needs Population Plan.
10. Send up resource requests to the City/State Emergency Operations Center sooner rather than later.
11. Insure that all Incident Management Center representatives can establish staffing levels of their own departments/agencies.
12. Establish regular meeting schedule between incident commanders and key Incident Management Center Section Chiefs to review IAP and resource needs.
13. Be prepared to establish long-term Incident Management Center schedule.
14. Consider sending your own representatives to pick up and deliver resources. Don't wait.
15. In general, the Emergency Management Coordinator(s) should:

16. Delegate much of the minute-to-minute management of the Incident Management Center.
17. Concentrate on meeting with response commanders, utility and other recovery agencies and participating in the planning process.
18. Brief key Department personnel and City/State Emergency Operations Center.

C. Planning Support Section

1. Identify personnel to assist in planning activities.
2. Initial 72-hour food and water supplies and feeding locations for response and IMC personnel.
3. Develop worst-case plan for 72-hour operational period with coordination from other emergency management branches and communicate to all IMC branches, to include, but not limited to:
  4. Operational strategy including communications and command and control.
  5. Resource status
  6. Manpower status and initial staffing plans
  7. Evacuation and Mass Care
  8. Emergency Public Information
  9. Human needs management of all emergency personnel.
  10. City/County/State/federal coordination
  11. Health/Medical strategy.
  12. Continuity of Government operations
  13. Participate in periodic meetings with emergency management staff.
14. Develop and circulate Incident Action Plans with coordination from Incident Command and Operations Section. Support the strategy of the Incident Command.
15. Identify resource needs from Incident Action Plan and coordinate with Logistics and Finance/Administration Sections.
16. Work with city, state and federal agencies playing a supportive role to insure coordination with existing management and command structure.



17. Provide complete briefings at end of shift.

D. Logistics Support Section

1. Identify personnel to assist Logistics operations as staff.
2. Appoint communications officer.
3. Identify status of all communications systems.
4. Plan for loss of normal communications systems in order to maintain situational awareness and command and control. Be prepared for communications interruptions
5. Ascertain ability of contractors/vendors to refuel critical vehicles and emergency power supplies at the IMC and communications tower sites. Insure that refueling can occur independent of commercial power mains.
6. Contact all emergency management contractors/vendors to verify contact information and availability.
7. Participate in periodic meetings with emergency management staff.
8. Work closely with Planning Section to carry out plans to support the response, including, but not limited to:
  - a. Communications needs, including coordination with supplemental facilities containing emergency management support personnel.
  - b. Developing functional locations to feed and shelter emergency personnel.
  - c. Coordination between the EOC and support agencies (i.e., Red Cross) carrying out Mass Care missions.
  - d. Insure that mutual aid and volunteer resources are staged and coordinated into the response, ready for the Operations Section to deploy.
  - e. Order all external resources as requested. Monitor resource tracking (see Logistics Management).
  - f. Report any communications failures to the [REDACTED]
  - g. Report any command and control issues to the [REDACTED]
  - h. Provide complete briefings at end of shift.

E. Operations Section

1. Coordinate activity with command level representatives from all responder agencies.
2. Obtain manpower status reports periodically from all agencies/disciplines.
3. Maintain communication with Incident Command.
4. Report any communication failure immediately to the [REDACTED]
5. Report any command and control failure to the [REDACTED]
6. Document the Incident Action Plan items as related by the Incident Commander and assist the Planning Section with formal development of the plan, as necessary.
7. Acquire periodic situational awareness from Incident Commanders and relate to emergency management staff.
8. Monitor progress of the Incident Action Plan.
9. Report arrival and release of resources to Logistics Section.
10. Provide complete briefings at end of shift.

F. Finance/Administration Support Section

1. Prepare and maintain documents for disaster declarations and emergency executive orders.
2. Maintain documentation of incident-related expenses.
3. Facilitate emergency purchases, as requested.
4. Assist Chief Elected Official in maintaining Continuity of Government operations.
5. Participate in periodic emergency management staff meetings.
6. Provide complete briefings at end of shift.

G. Supporting Agencies

Note: Due to the predictable tasks facing law enforcement, specific issues are addressed below. It is recognized that all responder disciplines will be tasked heavily. However, their duties are less predictable, dependent on the cause of the catastrophic event.

General

- a. Be prepared to staff the Incident Management Center for several weeks.

- b. Have a can-do attitude. Things must happen quickly to be effective.
- c. All agencies are expected to fulfill their usual missions and should prepare to staff, with possibly fewer people, and work long hours.
- d. Communications equipment utilized for notifications may not function. Be prepared to self-respond, but report to command-level personnel, not the incident scene. Respect ICS!
- e. Technology normally relied upon to do work (i.e., computers) may not be available or functional. Such work may need to be performed on paper, at least temporarily.
- f. Maintain a state of preparedness in personal lives so that family members can sustain themselves for a period of 72 hours independent of the family member who is involved in the emergency response.

#### Law Enforcement

- a. Expect to be heavily tasked with multiple missions.
- b. Force assistance will come from state and federal resources (including military). Coordination will be essential.
- c. Initial tasks will involve, but may not be limited to:
  - (1) Evacuation assistance
  - (2) Traffic Diversion
  - (3) Perimeter security (may involve "locking down") of large areas of the jurisdiction.
    - (a) Initial tasks may involve, but not be limited to:
      - i. Incident scene security
      - ii. Ordnance mitigation
      - iii. Criminal investigation
      - iv. Evidence preservation and collection
      - v. Looting control
      - vi. Assistance with mortuary functions

City of Chicago  
Department of Aviation

Emergency Operations Plan

Annex O – Section I  
O'Hare International Airport  
**Airport Operations & Maintenance**

Preface

This function addresses Operations and Maintenance for the Chicago Airport System. For the purpose of this annex, Operations and Maintenance will be presented as a single entity. The day-to-day roles of an Operations and Maintenance function are different as they are separate within the Chicago Department of Aviation's organizational structure.

Original Date: June 30, 2011

Revision Date: \_\_\_\_\_

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FAA Approval: [Signature]

FAA Approval Date: 17 Nov 2011

City of Chicago, Department of Aviation  
Emergency Operations Plan

Annex O  
Section 1 ORD  
**Airport Operations & Maintenance**

**I. PURPOSE**

The purpose of this function is to identify the roles and responsibilities of airport operations personnel and provide basic information regarding maintenance personnel roles and responsibilities during an Emergency. For more detailed roles and responsibilities of maintenance personnel please refer to Annex I of this plan.

**II. SITUATION AND ASSUMPTIONS**

- A. [REDACTED] Any operations and maintenance personnel not on shift may be recalled in the event of an emergency if needed.
- B. [REDACTED]
- C. Each section will be responsible for training their personnel to become familiar with their roles and responsibilities during an airport emergency.
- D. [REDACTED] may be the first to respond to many airport emergencies and may be required to represent airport management during the initial stages of an emergency.
- E. [REDACTED]
- F. [REDACTED] dependent on the emergency, operations and maintenance personnel may be required to make the initial determination if airport structures are safe for use.
- G. Airport [REDACTED] located throughout the airport and provide for rapid response to an emergency.

**III. OPERATIONS**

Original Date: June 30, 2011

Revision Date: \_\_\_\_\_

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FAA Approval: [Signature]

FAA Approval Date: 11/06/2011

- A. [REDACTED]
- B. [REDACTED]
- C. [REDACTED] the  
tions
- D. The AAO section holds sole authority to open and close any areas that affect air carrier aircraft operations, within the authority of the City of Chicago Department of Aviation. This will be done in coordination with the ATCT via issuing of NOTAMs, and areas to be closed or opened will be determined by the on scene Airfield Operations Supervisor.

#### IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Commissioner of Aviation for the City of Chicago or his/her designated representative is responsible for designating operations and maintenance personnel to respond to the IMC as IMST personnel in the event of an emergency.

- A. Typical AAO section roles and responsibilities during and airport emergency include the following:
1. The airport's compliance with Title 14 CFR Part 139, by the practice and use of methods, procedures, and materials approved by the FAA Advisory Circulars in the 150 series;
  2. The sole authority to open and close any areas that affect air carrier aircraft operations, within the authority of the City of Chicago Department of Aviation;
  3. All airside snow removal procedures and coordination of related activities;
  4. Any dissemination of weather information, field conditions (NOTAMs), and data to the FAA, Chicago Department of Aviation (CDA), tenants, and contractors;
  5. Dispatch of Motor Truck Drivers (MTDs), including Movement Area (M.A.) and Non-Movement Area (Non-M.A.) requests, construction escorts, emergency responses, and daily coordination of escort requirements as needed;
  6. All communications with the FAA Air Traffic Control Tower (ATCT);
  7. Ensure any and all NOTAMs have been issued;

8. Ensure designated on and off airport maintenance and operations personnel have been trained in approved airport familiarization and training programs as called for in FAR Part 139 sections 303 and 329;
  9. Maintain the Electronic Log System (ELS) with chronological entries of emergency events.
  10. Ensure all required inspections of movement areas have been conducted following and airport emergency.
- B. Typical airport maintenance personnel responsibilities include the following. For more detailed roles and responsibilities please refer to Annex I "Public Works" of this emergency plan.
1. Maintain inventories of resources and equipment;
  2. Assists with the development of damage assessment and debris management plans;
  3. Ensure personnel, equipment, and vehicles respond to the emergency scene, staging area, or other locations when dispatched by the IMC or AAO section;
  4. Assist law enforcement and fire services personnel in saving lives including: heavy rescue of people in collapsed buildings; clearing of clearing of roads and traffic control; construction of emergency access roads; communications support; use of vehicles for transportation, sheltering, and rescue personnel support; provide technical support for the inspection of critical facilities.

## V. ADMINISTRATION AND LOGISTICS

- A. [REDACTED]
- B. Local airport resources, including those secured through mutual aid agreements will be utilized first before outside assistance is requested from the City, County, State and/or Federal Government. Coordination must be made with the City of Chicago's Emergency Operations Center (EOC) to request County, State, and federal assistance.
- C. Annex G of this emergency plan includes detailed information with regards to administration and logistics of resource and supply.

## VI. PLAN DEVELOPMENT AND MAINTENANCE

- A. The CDA [REDACTED] maintains the EOP and this annex in coordination with all entities within the airport. The EOP is reviewed annually and updated as required to incorporate new directives and procedural changes based on lessons learned from exercises and actual events.